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Resource Sharing

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Sep 77

27-29 SEPTEMBER 1977

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US ARMY WAR COLLEGE

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MILITARY HISTORY INSTITUTE

CARLISLE BARRACKS, PA

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PROCEEDINGS

21ST MILITARY LIBRARIANS WORKSHOP
27-29 SEPTEMBER 1977

SPONSOR

US Army War College
US Army Military History Institute

Major General Robert G. Yerks
Commandant, USAWC
Commanding General, USAMHI

HOSTS

Catherine L. Zealberg
Director, Library
US Army War College

Joyce L. Eakin
Asst. Director, Library Services
US Army Military History Institute

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Computerized Listings--Agnes L. Frey
Treasurers--Virginia Kovach and Virginia Shope
Transportation--Helen Hunsecker
Social Activities--Doris Hunter and Mathilde Carter
Proceedings--Joan Hench

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Chief, Technical Library
US Army Materials and Mechanics Research Center

~~PARTIAL~~
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PROGRAM

MONDAY

27 September 1977

1600-2100	Registration	Quality Inn
1800-	Dinner/Races	Penn National Race Track
1900-	Hospitality Suite	Dickinson Room Quality Inn

TUESDAY

28 September 1977

0800-0900	Registration	Quality Inn
0815-	Buses leave Quality Inn for Carlisle Barracks	
0915-0930	Welcome--MG R. G. Yerks, Commandant, USAWC Commanding General, USAMHI	Auditorium Upton Hall
0930-0945	USA Military History Institute COL Donald P. Shaw, Director	Auditorium Upton Hall
0945-1010	Federal Library Committee Update James P. Riley Executive Director, FLC	Auditorium Upton Hall
1010-1030	Defense Documentation Center Paul M. Klinefelter	Auditorium Upton Hall
1030-1100	BREAK	
1100-1200	Tours--USAWC--USAMHI	
1200-1330	No host Bar LUNCH	Carlisle Bks Officers Open Mess

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TUESDAY (cont'd)

1330-	Buses leave Carlisle Barracks for Quality Inn	
1415-1500	Keynote Address: "Resource Sharing." COL Quay C. Snyder Director, Student and Faculty Development, US Army War College	Ball Room Quality Inn
1500-1515	BREAK	
1515-1630 LEADERS	TASK GROUPS convene for First Session	Quality Inn
Ramona Durbin	Air University Periodical Index Expansion	Ball Room
James H. Byrn	Census of Special Resources	Ball Room
Egon Weiss	DOD Career Program for Librarians	Cumberland Room
Normand Varieur	Minicomputers	Dickinson Room
Virginia E. Eckel	On-Line Commercial Information Systems and Services	Patio Room
James P. McConnel	Professional Training	Ball Room
Phillip Rochlin	Technician Training	Ball Room
1730-	Dinner/Theatre "Ladies Night in a Turkish Bath."	Allenberry Playhouse, Boiling Springs, PA

WEDNESDAY

29 September 1977

0800-1200	TASK GROUPS reconvene for Second Session	Quality Inn
1200-1330	LUNCH--At the choice of the delegates	
1330-1515	TASK GROUPS--Third Session	Quality Inn
1515-1530	BREAK	Embers Room Quality Inn
1530-1630	General Session Progress Reports from Task Groups	Embers Room Quality Inn
1900-2230	Cocktails--Dinner Address: "Archival Anecdotes." Prof. John K. Mahon Visiting Professor of Military History, USAMHI	Ball Room Quality Inn
	Music and Dancing Fred Harry and his Summa Cum Laude Society and Jazz Ensemble	

THURSDAY

30 September 1977

0800-1200	TASK GROUPS--Final Session Preparation of Position/Planning Documents	Quality Inn
1200-1330	LUNCH--At the choice of the delegates	
1330-1630	BUSINESS MEETING Task Group Presentations	Embers Room Quality Inn
	Future of the Military Librarians Workshop	
1630-	Adjournment	



MG Robert G. Yerks greets Mr. J. Thomas Russell, M&W Workshop Program Chairman. Others pictured from left are: Col Donald P. Shaw, Catherine Tealberg, Joyce Eakin and Lee Powers.

OPENING SESSION

Delegates assembled in Upton Hall, US Army Military History Institute, Tuesday morning, September 27, 1977 where they were greeted by Major General Robert G. Yerks, Commandant of the US Army War College, and Colonel Donald P. Shaw, Director, US Army Military History Institute. Both individuals expressed strong beliefs in the importance of military libraries, and endorsed the program theme of "Resource Sharing."

Following the welcome, Mr. J. Thomas Russell, Program Chairman for the Workshop, introduced Mr. Lee Powers, who was representing Mr. James Riley, the Executive Director of the Federal Library Committee. Mr. Powers outlined for delegates current projects being undertaken by the Federal Library Committee. Of special interest to the delegates in the area of resource sharing were: (1) A feasibility study on establishing a federal library data base is being conducted; (2) The Survey of Library Automation in the Metropolitan Washington Area, 1977, will be available by the end of the year; (3) The Federal Library Committee received a first draft of a report on the changes in the library and information services resulting primarily from automation and technological developments and affecting the Government's classification and qualification standards for libraries. The federal report will be submitted to the Civil Service Commission for use in its review and revision of standards for librarians and information specialists; (4) A draft MARC Technical

Report Format is in preparation by a four-member working group from the Federal Library Committee, the Library of Congress, and the Department of Defense. The draft will be distributed for comment among librarians using the OCLC system and selected agencies using the COSATI technical report format. The draft will be used by the LC Processing Department in drafting a MARC technical report format; (5) A group of federal libraries, widely dispersed geographically, is planning a six-month pilot experiment involving the installation and use of slow-scan television equipment. The purpose is to determine the usefulness of such equipment to improve the timeliness of document delivery and access to other libraries. Work has begun on the design plan and procedures to conduct the experiment, the detail definition and description of functions and operations for the collection of data, and the method and review for the experiment evaluation. The experiment will begin during the first quarter of calendar year 1978.

Following Mr. Powers, Mr. Paul Klinefelter, of the Defense Documentation Center, described the Shared Bibliographic Experiment. Following is the text of Mr. Klinefelter's presentation:

SHARING OF BIBLIOGRAPHIC INPUT

In consonance with the theme of this conference, the Defense Documentation Center is sponsoring a Shared Bibliographic Input Experiment to build a system which will eventually result in one-time preparation of standardized bibliographic descriptions generated by a library or information center at the source of technical reports. This procedure is expected, when fully implemented, to result in a sharing of bibliographic data which, once prepared at a knowledgeable point, e.g. the source of the technical report, could be used by all other users of that technical report. Aspects of this experiment parallel the highly successful OCLC System developed for monographic materials. The initial participants are the Naval Research Laboratory, the Army Research and Development Command at Picatinny Arsenal, the Air Force Weapons Laboratory, the Defense Communications Agency, Defense Nuclear Agency, and the Institute of Defense Analyses. This participation represents all the military services, two of the independent DoD agencies, a contractor site (IDA), and will reflect the effect of distance on remote input (AFWL in Albuquerque). The experiment will use the Remote Terminal Input Subsystem (RTIS) of the DoD On-Line System and will involve library sites which have on-line terminals. In the case of IDA, the terminal will be installed soon. This experiment began in September 1977 after intensive discussion by the participants and RTIS training for their representatives. In order to test the concept input to the experiment is initially restricted to new technical reports (both classified and unclassified) generated or controlled by the participant organizations. A subsequent phase will expand its coverage to retrospective work, i.e. selected older technical reports, another will involve technical reports which will never be held at DDC but whose bibliographic descriptions will then be available to all DDC users, and

finally a possible expansion to creation of bibliographic descriptions generated at participant remote terminals for any technical report not already having an entry in the file. This experiment has started off well and promises to be highly successful.

Sharing of standardized descriptive data for technical reports is a logical development from much previous work on standardization and new on-line library techniques. Its roots go back to the standardized catalog cards formerly bound into technical reports generated within DoD. These catalog cards were replaced by the standard bibliographic data sheet now required to be bound into each new technical report, as the first page after the cover, by MIL-STD-847A. This standardized descriptive data sheet observes cataloging rules developed by COSATI for technical reports, and is very close to being useful standard cataloging data for the ADP files maintained at DDC. The obvious next step has been to consider this descriptive data as logical input into DDC in machinable form, similar to the machinable descriptive data inputs which have for years been submitted as input to the Work Unit Information System (DD Form 1498s) for R&D work in progress, as well as the Program Planning Data Bank (DD Form 1634s) and the Independent Research and Development Data Bank. The extensive developmental contributions over the years of military librarians toward a true sharing of one-time professional bibliographic contributions can now be pulled together for the general good and work economy of the entire DoD information system. Once this system is operational and on-line terminals are available to most military libraries, the cost effectiveness inherent in this sharing process should prove of immense value to all military librarians.



Paul Klinefelter, DDC
describes the Shared
Bibliographic Input
Experiment.



Colonel Quay C. Snyder, Director
Student and Faculty Development, US Army War College

KEYNOTE ADDRESS

"Resource Sharing"

In my opinion, there is no topic more appropriate for the theme of your 21st Librarians' Workshop than "Resource Sharing" and no other profession so dedicated to working at sharing intellectual resources with others than that of the librarians.

As Americans, we have enjoyed a lifestyle which, during our history, has manifested very little concern for the limits of our resources. We always seem to spend more, use more, waste more, and want more. For us there seems to have been an inexhaustible supply of everything - and, even of those things that seem to be in short supply. Well, our philosophy has usually been that some new, improved technology will overcome any obstacle and we'll find new sources of substitute materials which will be vast improvements over the old resources - we have been a spoiled, throw-away society.

Events such as the recent oil crisis aroused some concern for energy conservation; but, except for higher gasoline prices and home heating oil costs, the average American has little awareness of the seriousness of the problem and the need for resource conservation. We still buy more and more large cars, carpooling is still an infringement on our personal independence; as a nation we cannot agree on the need for a concerted energy conservation program!

The world can be headed from an era of abundance to one of scarcity.

We did not come here to discuss the shortage of natural resources or world economic conditions, but these do have a significant impact on all of us. More and more there will be demands for solving the scarcity of natural resources. These demands mean time and money. There will be more and more demand for money to improve technology in order to maintain and improve our standard of living.

Technology costs a lot of money - couple that with an information explosion which my librarian friends tell me is over 8% per year, this means that in less than 10 years the amount of published knowledge in arts, sciences and other fields doubled. Or, to put that another way, in the last ten years, there has been as much total recorded knowledge generated as there was from the time life began up until ten years ago. If this knowledge is manifested in new publications of various types, what does this do to acquisitions and library holdings?

The numbers can be staggering. There are now more than 92,000 libraries in the U.S. - 2,500 federally operated - all trying to improve their holdings. In the Library Journal, May 1975 issue, Richard De Gennaro, Director of Libraries at the University of Pennsylvania, wrote an article about the future which is faced by research libraries. He alluded to the information explosion, especially in research libraries in the following quote;

"... in 1951, ... there were only 14 academic research libraries in the U.S. and Canada with collections exceeding 1,000,000 volumes, three with over 2,000,000 and only two with over 3,000,000. By the end of 1973-1974, there were 76 libraries with over 1,000,000 volumes, 25 with over 2,000,000 and 14 with over 3,000,000 volumes. The growth rates in collections such as these range between three and six percent compounded annually which causes a doubling in size every 12 to 24 years and requires steadily increasing investments in materials, processing and space costs ... libraries cannot keep up with the estimated 5-15% annual growth rates in the world's output of publications and the 10-20 percent annual increases in book and journal costs. ..."

Not only the number of publications doubles every 5 to 14 years, but the cost, at this rate, will double every 3½ to 7

years. If that alone isn't enough to stagger our imaginations, consider the impact of new technology on the libraries' limited financial resources. Libraries are affected by four new technologies:

Computers, micrographics, telecommunications, and audiovisual media.

The use of telecommunications (such as the information bank), micrographics (which really started with the filming of newspapers on 35mm film until now, an entire book can be placed on a sheet of microfiche), the audiovisual media uses films and TV as sources of information. All of these have put their technological toe in the intellectual door. Computers have been used, primarily, for housekeeping chores but there also exists tremendous potential for recording, analyzing and retrieving information. We are truly standing on the threshold of a technological explosion for library science. Even the arrival of new technology brings with it the new challenges of new problems. How do you train the library clientele to use the new technology? I do not mean the librarian - but, the patron who comes to the library to obtain some of that recorded information. It will require training, special assistance, more library personnel, and therefore, more money. Many people enter a library today and do not know how to properly use a card catalog - are you going to permit those individuals to "play" with your computers, to set-up the audiovisual equipment, or to sort through the expensive micrographics? I see the need for trained assistants to help alleviate the additional drain on the librarians' time - but, also that need as another competitor for more personnel spaces and more money.

As governments, educational institutions, and other types of organizations, go into austere periods, where are funds cut? As all our natural resources become more scarce, as the cost of items continues to increase, and more recorded information is available, I can foresee libraries feeling a very hard squeeze on personnel spaces and financial allocations. Two years ago, I spent a year at one of the local colleges. That college had an 18 million dollar annual budget. It was an austere year. Do you know how much money was provided the library for new acquisitions that year - ? Zero dollars. How can a library grow or even survive, if it continues to receive no money for acquisitions?

Now, walk in the sandals of an uninformed manager - there are one or two of those - he is pressured to cut costs, to hold down the budget growth. He sees a beautiful facility housing his library, and looking around, it appears to him that all the shelves are full, and they really do not need all of those new gadgets and projectors - which no one uses, anyway. Now, you

tell me, where he is going to be tempted to withhold funds when he thinks about cutting waste and reducing duplication? - The library.

Here is a quote from the annual report of the National Commission on Libraries and Information Science:

"... many federal libraries do not enjoy the full support of their agency administrators. The latter frequently consider libraries to be part of the overhead - no different from categories such as supply, mailroom, inventory, etc."

The library science profession has a problem - or, challenge. The challenge becomes:

How to continue the effective service of libraries in light of these very serious economic problems?

Or, do we swallow a very bitter pill and reduce the libraries to the point of degrading their quality? I don't believe this needs to be the case. There are certain lessons we have learned from past shortages caused by competing demands for resources. Strategies to solve those shortages have usually centered around new technology, substitution, or conservation. In the remaining minutes I would like to focus on those strategies.

The hope that a new technological breakthrough will revolutionize the concept of library science is rather dim. New technology will assist in making libraries more effective, but there will be tremendous costs associated with the technical devices and every library will not be able to afford many of the creations of technology. In fact, some of the new technology may add additional service burdens to the library.

Another strategy is substitution - in the past, when we faced shortages of natural resources, e.g., rubber for which the U.S. is 100% dependent on foreign sources, we found substitutes to use for this natural resource. While this may be a superb strategy for raw materials, I cannot visualize this as a strategy for more efficient library systems in an era of rising costs. The only other solution which seems plausible to me is conservation. And, a proven means of conservation is resource sharing. As librarians, you have been pioneers in several methods of resource sharing - perhaps, because of the nature of services you perform for your clientele, your services are primarily resource-sharing. That is, your resource is the content of your library which is full of information and knowledge and the patron comes to the library for the sole purpose of using some of that collected

information and stored knowledge. But, even in an organizational manner you are ahead of other professions in resource-sharing with such things as your inter-library loan system, your on-line-computer-based data sharing systems - and, others. Now - the challenge is how to find new and innovative means to increase resource-sharing. As we progress into this new era of austerity in which there is tremendous competition for financial resources, and there is definite evidence that the growth rates of libraries' collections are exponential, and there are new demands for service, resource-sharing must be expanded. Resource-sharing has been, primarily, focused on networks and cooperative collection efforts, such as the inter-library loan. There is an interesting article in the most recent Library Resources and Technical Services journal. The article is titled, "Resources in 1976" and was written by J. Michael Bruer from New York University. He brings into focus much of the activity that has been done in networking at the federal and international levels. He points to the levels of federal funding to support libraries through the Higher Education Act and the Library Services and Construction Act, and some of the conflicting trends in state appropriations to support libraries' services.

Another concept which is a more sophisticated approach to cooperative collection efforts and networking, is that of information utilities. Perhaps, you are very familiar with it - to me it is the next logical step to networking and inter-library cooperation. The concept of an information utility parallels that of other public utilities - e.g., water, electricity, gas or other public services. An information utility would be much the same: information as a commodity or service - i.e., information is something communicated which we need, in order to function in many situations. A utility is a public service of enterprise - or, service-oriented toward providing services in the public interest (mini-computers, TV games, calculators, CB radios) - hence, a service providing information, for public consumption, would be similar to our current library system with some additional modifications. These modifications would include:

- Availability to be increased - more items available
- Population of users broadened - a wider distribution of information to individuals to be achieved
- Packaging-oriented toward user-needs, demands, habits, and tolerances
- Regulations which are more specific and uniform - third bodies more involved

- Protection well-enunciated
- Economics more precise (prices and services linked)
- Network arrangements to be an integral part of the service
- User education about information to be part of the service

Information utility concept is easily adapted to the military because agency administrators usually control library, computer center, and reprographic sections, as well as audiovisual support. The proceedings of the annual meeting of the American Society for Information Services was devoted entirely to the concept of information utilities.

I truly believe that the library science profession is out in front looking for new concepts of resource-sharing. I challenge you, during your workshop, not to be satisfied with the magnificent job you have done in the past - but, to meet the challenge ahead by looking for new ideas for the greater sharing of total resources:

Personnel, training, holdings, micrographics, telecommunications, computers, and other unique resources.

AIR UNIVERSITY PERIODICAL INDEX EXPANSION



Group Leader: Ramona Durbin
Head, Serials and Binding Department
Nimitz Library
US Naval Academy

OBJECTIVE: This task group was to develop a listing of titles not presently carried by AUFI, and arrange the list in priority order for recommended inclusion.

DISCUSSION: The periodical titles from the pre-workshop questionnaires and titles suggested by the task group members were discussed individually to determine:

- a. Basic retention and research value in general.
- b. Value as a military periodical.
- c. Value to various types of facilities.
- d. Need for indexing.
- e. Need for indexing from a military perspective.

Most titles suggested were eliminated on one or more of these factors. The remaining titles were examined again to ascertain that they were of value to DOD libraries.

Only titles which a clear majority of the task group members voted to select are included in the list of titles to be added to or deleted from the Air University Library Index to Military Periodicals.

Robert Lane, Director, Air University Library, Maxwell Air Force Base, Alabama gave a resume of the background, production, and staffing of the index which enabled the task group members to make a more practical list of recommended periodicals.

RECOMMENDATIONS:

a. Titles to be added to the Air University Library Index to Military Periodicals in order of priority:

1. Army Times Army Times Publishing Company
475 School Street SW
Washington, DC 20024
52 x year approx. \$21.00 yr.
 2. Navy Times Army Times Publishing Company
475 School Street SW
Washington, DC 20024
52 x year approx. \$21.00 yr.
 3. Army Communicator U.S. Army Signal School
Fort Gordon, GA 30905
6 x year \$5.00 yr.
 4. History, Numbers and War T.N. Dupuy Associates
Box 157
Dunn Loring, VA 22027
4 x year \$16.00
 5. Asia Pacific Defense Forum CINC PAC Staff
Box 13
FPO San Francisco 96610
4 x year no charge
 6. Navy Civil Engineer Superintendent of Documents
U.S. Government Printing Office
Washington, DC 20401?
4 x year \$3.00
 7. All Hands Dept of Navy
Superintendent of Documents
U.S. Government Printing Office
Washington, DC 20402
12 x year Cost?
 8. NAVSEA Journal Naval Seas Systems Command
SEAOOD
National Center Bldg. no.3
Washington, DC 20362
- *Please note:

The Naval Seas System Command states that this is "Official Use Only" and may not be indexed

b. Titles to be deleted from the Air University Library Index to Military Periodicals in order of priority:

1. Government Executive 1725 K Street NW
Washington, DC 20006
12 x year \$15.00
2. Officer Reserve Officers Association
of the U.S.
1 Constitution Avenue NE
Washington, DC 20002
12 x year \$5.00
3. Spaceflight British Interplanetary Society
12 Bessborough Gardens
London SWIV 2JJ, England
12 x year \$25.00
4. TIG Brief AFRP 11-1
Editor, TIG Brief
AF/IGEP Hq USAF
Washington, DC 20330
24 x year no price given

*Limited to AF Offices

SUGGESTIONS:

a. To Air University Library

1. Back volumes of the AULIMP for which there are no extra copies could be made available on microform to expanding or new collections.
2. Do not change the title, size or color of the Air University Library Index to Military Periodicals

b. To the Military Librarians' Workshop

1. An index similar in scope and purpose is needed for military periodicals for the years of 1940-46.

REFERENCES:

a. Air University Library Index to Military Periodicals-list of periodicals indexed

b. Index to U.S. Government Periodicals list of periodicals indexed

c. Quarterly Strategic: Bibliography list of periodicals indexed

d. Ulrich's International Periodicals Directory 16th ed. 1975-76

e. Periodicals Currently Received (unclassified periodicals)
U.S. Army War College, Carlisle Barracks, PA August 1977

f. Consolidated list of periodicals suggested on questionnaires

g. Questionnaires and lists acquired from workshop attendees

h. Task group outline

ON-LINE COMMERCIAL INFORMATION SYSTEMS AND SERVICES



Group Leader: Virginia Eckel
Librarian
School of Systems and Logistics
US Air Force Institute of Technology

OBJECTIVE: To review the scope of all on-line systems and services, examine the costs involved, and note the hardware/software required.

DISCUSSION: During the first meeting, we discovered we had two distinct groups: the "haves" and the "have nots." Seventeen librarians already had at least one commercial on-line system. Twenty-three librarians had no on-line system in their libraries at present, but wanted information on cost effectiveness, how to start the paperwork to justify and acquire a system, manpower needed, kinds of communication lines, equipment, and services.

Mr. Carlton O'Neal of TYMNET, and Mr. Lee Stiel and Mr. George Bauer of TELENET provided expert advice about communication lines.

After this session, the task group was divided into two sections. The "haves" group was led by Miss Jean Dickinson of Edwards Air Force Base, and the "have nots" by Miss Eleanor Driscoll of Andrews Air Force Base and Miss Virginia Eckel of AFIT.

The "haves" group discussed evaluation, cost, and "lessons learned" from their experiences with various systems. A list

was compiled by the group showing who had the different systems in their libraries:

Achauer, Lucille, OCLC
Boaz, Carolyn, OCLC, Lockheed, NYT
Brooks, Janet, OCLC
Caldwell, John, Lockheed, SDC
Dickinson, Jean, OCLC, Lockheed, SDC
Driscoll, Eleanor, OCLC, Lockheed, SDC
Ellis, Aileen, OCLC
Fragale, John, OCLC, Lockheed, SDC
Ingersoll, Joan, Lockheed, SDC
Jones, Rita, OCLC
Mathys, Nel, OCLC
Rogofsky, Murray, OCLC, Lockheed
Schnare, Robert, OCLC
Schwass, Earl, OCLC
Walsh, Nancy, OCLC
Watson, Ruth, OCLC, NYT
Ward, Dorothy, RECON

If a librarian needs to know about a specific system, an autovon call should provide the answer. The general conclusion of this group was "it is too early to evaluate these on-line systems--maybe next year we will have the answers."

Mrs. Madge Busey from Fort Belvoir told the "have not" group the procedure used to obtain OCLC service in an Army installation. This method can be applied to all DOD libraries. Copies of successful justification documents, negotiated contracts, and brochures about various on-line systems were provided for reference.

RECOMMENDATIONS:

1. Consider Data Automation as the theme for a future Military Librarians' Workshop, since interest in computer systems extended to more than half of all participants in the 21st MLW (if you count the mini-computer group). The proposed future Workshop might include the following:
a) discussion of different search strategies by experienced operators; b) equipment demonstrations by librarians; c) presentation of meaningful statistics which would contribute toward evaluation of the systems. In addition, one task group of the proposed MLW should be devoted to librarians who want to acquire an on-line commercial system.
2. Publish a list of librarians who now have on-line commercial equipment. (This list was mailed to members of the Task Group on 17 October 1977).

3. Encourage librarians to acquire more education in computer science and systems, either by taking formal courses or by reading on their own. A basic knowledge of ADP and of computer lingo is helpful when discussing information systems with management.

CENSUS OF SPECIAL RESOURCES



Group Leader: James Byrn
Supervisory Librarian
Morris Swett Technical Library
US Army Field Artillery School

OBJECTIVES: To establish the means by which a central registry of locally developed specialized tools might be compiled.

To identify librarians and information scientists with particular specialties.

DISCUSSION: The group agreed on a definition of "special resources" as publications (including both printed and audio visual sources), procedures, and personnel resources which are available in individual libraries, and whose availability is not generally known.

Participants considered many aspects of the problem, including whether the proposed registry would duplicate an already existing list. They decided that all known directories of special libraries and special collections tended to emphasize the basic specialties of the collections listed, rather than "special resources" as defined earlier in the discussion. The group agreed that, to its knowledge, the latter type of listing was not available.

With a consensus thus established that such a project was indeed worthwhile, the group then plunged into deliberations to determine what types of information should be included, and what vehicle might be used to obtain this information.

The group finally decided to recommend that a general call for the desired information be published in the SLA Newsletter, the Federal Library Committee Newsletter, etc. The proposed format for this call, including sample entries for the registry, is shown in Annex A. Anyone desiring to participate would be invited to send his input to:

Morris Swett Library
The U.S. Army Field Artillery School
ATTN: James Byrn (MLW)
Fort Sill, OK 73503

The final question to be resolved by the group was how to collate the information obtained and make it readily available to the world of military libraries. It was generally agreed that the ultimate goal would be continuous input into a data bank, such as DDC, where constant updating would be possible. A more pragmatic course was adopted for the immediate future, by which the initial information received would be compiled in monograph form, and the resulting document then sent to DDC for the assignment of an AD number. The response to this document would then determine whether the data bank approach should be further pursued.

RECOMMENDATIONS:

1. That the Task Group on a Census of Special Resources be given a mandate to issue a general call for the desired census of resources.
2. That the census, once received, collated, and printed, be distributed through the auspices of DDC.

TASK GROUP ON PROFESSIONAL TRAINING



Group Leader: James P. McConnel
Librarian
Defense Documentation Center Technical Library

OBJECTIVES: To outline concepts of professional training by means of which the librarians may develop or improve individual proficiency, service and stature in librarianship.

To investigate techniques by which full performance librarians can influence the instructional content of institutions providing entry level professional librarians to the field.

To provide the means within the work environment to develop professional alternatives.

To provide for the systematic development of professional librarians as administrators and managers.

DISCUSSION: The group discussed improving individual proficiency, service and stature in librarianship centered around the mechanisms which exist outside the immediate individual librarian's environment. Consideration was given to techniques like exchange programs and cross-training between libraries; workshops (e.g. Military Librarians Workshop); training seminars; formal education on a continuing basis, both library and non-library courses; and maintaining professional awareness. An important aspect of this process receiving heavy emphasis was recognition of and formal consent by non-library management for this process of education.

General concern was voiced over the present formal education process in graduate library schools, a process which inadequately prepares entrant level (GS-7 and 9) librarians for the Federal library environment, particularly DoD libraries. Several ways were suggested to influence this process. Suggestions directly concerned with library schools include field librarians teaching library/information science courses in library schools and DoD libraries, providing in-house training for students (e.g. work-study programs, fellowships, and using work in a DoD library as a means to satisfy a course requirement). Librarians can influence this process in other ways by writing articles, letting other libraries and library schools know of existing opportunities, getting people, in general, interested in DoD libraries, and teaching people how to use DoD libraries.

Professional opportunities in the immediate work environment include keeping the staff informed of training opportunities, providing vertical and horizontal training, and providing for individual career development.

Providing for the systematic development of professional librarians as administrators and managers was also referred to as "just keeping afloat." One approach encouraged professional support among DoD librarians through devices such as registers of professionals. Participants were advised to write SOPs (standard operating procedures) for all library activities. Librarians were also felt to be good candidates for training in management development and in general should have equal access to training opportunities. Librarians should be good "PR" specialists, maintaining a favorable library posture through good communications and public relations.

RECOMMENDATIONS:

1. Publicize information about existing or past training programs.
2. Establish a committee to investigate professional training opportunities DoD-wide.
 - a. Recommend the immediate selection of a chair person to start work on constituting this committee.
 - b. The committee should be constituted within the first quarter of fiscal '78.
3. Coordinate the Professional Training and DoD Career Programs for Librarians task group activities whenever and wherever their interests overlap.

MINICOMPUTERS



Group Leader: Normand Varieur
Chief, Scientific and Technical Information Division
Armament Research and Development Command
Technical Library

OBJECTIVES: To examine the use of minicomputers in libraries of various sizes.

To establish among military librarians a channel for interchange of information and ideas on development of mini-computer concepts.

To examine existing regulations and procedures concerning ADPE to determine the need for modification in order to meet specialized library requirements.

To establish a liaison with the Subcommittee on Minicomputers of the Federal Library Committee and with other concerned groups.

DISCUSSION: Chuck Goldstein of NLM described his work on development of minicomputer programs.

He spoke of:

- a. Terminals for specific networks
- b. Capture of data in machine readable forms
- c. Cost of flexibility

- d. Integrity of individual networks
- e. Data from one database going into minicomputers without recapture
- f. Videodiscs capable of holding 1 to 10 billion characters on a 12" record.
- g. Maintenance of currency of information
- h. Rationale for networking

He listed the following as needing consideration:

- a. Integrated library systems
- b. High order language
- c. Sizing
- d. Network access for shared data
- e. Circulation
- f. Selection and acquisition
- g. Cataloging
- h. Serial control
- i. Serial check-in
- j. Library management
- k. Network access

Lee Powers of the FLC spoke of his experience as a computer programmer of library programs. He began in 1966 with Fred Croxton of the Redstone Arsenal Library, Huntsville, Alabama, helping to develop a total system concept starting from budget consideration on through the whole range of library monograph procedures. He left there before the program for documents was completed. Fred Croxton taught that one should not accept at face value what computer people say can or cannot be done.

Lee then spoke of his experience with the NASA RECON program. NASA had one software program for 15 different files. He mentioned how they developed a flexibility for expanded size of variable fields. When designing programs for libraries there should be no minimum size of field or number of fields. Programmers should never expect what a librarian tells him

today to be good tomorrow. Describing data elements independent of program allows flexibility and expansion of variable items.

Lee then worked for Congressional Research Service at Library of Congress. He explained how good ideas mushroom fast. He suggested that plans be made along a bell curve with 20% in the first phase, 60% in a second phase and the last 20% in a third, drawn out phase. He suggested we think far ahead and bigger than today's needs.

Lee explained the SCRPIO program at the LC where different formats are available for different users but using the one data element.

Lee suggested that we must:

- a. Know the saturation point of a program
- b. Program for any function by breaking down program logic into small sections
- c. Be sure program is usable by anyone
- d. Examine all cost areas, e.g. public user who doesn't know how to find information vs. skilled professional
- e. Be aware of new technology such as dense storage video-discs, holofiche, etc.

Lee suggested that, when establishing a minicomputer project we ask ourselves:

- a. How many terminals will be used
- b. Will we have on-line or batch modes or both
- c. What is the volume of work
- d. How many operations must be done simultaneously

Lee cautioned that Word Processing Centers are not capable of doing the work required. Moreover he suggested in publications work data be tagged first so that a program can be written that would be acceptable as input into computer which could also format for hard copy publication.

Maintenance and reliability of minicomputers greater than that for full computer since there is:

- a. Reduction of maintenance
- b. Fewer and more easily replaced parts
- c. Simpler operating procedures
- d. Fewer physical requirements
- e. Fewer program mixes, therefore less to go wrong

Mary Shaffer, Army Library Pentagon, discussed her experience with minicomputer acquisition. Certain functions (e.g. serials control) have already been computerized in a large computer and will remain there. The minicomputer although a total system is projected will be used for circulation to begin with and OCLC tapes will be programmed for certain applications. Costs for hardware implementation is approximately \$185,000. Developmental costs will be absorbed by NLM. Site preparation and future maintenance will be extra.

Funds required for development of minicomputers should come from R&D funds rather than from operating or ADPE accounts.

The Federal Library Committee has a publication coming out from the Sub-Committee on Minicomputers which will be announced in their newsletter.

Lee gave implications of the use of Minis:

- a. Air conditioning is required
- b. It does make noise (the peripherals are noisy)
- c. Power supply depends on the amount of use


Lee was asked how to judge amount of work one can expect from a computer programmer. This is an estimate:

- a. One man hour for each line of code

- 15% - analysis and design
- 5 - 10% - detail of design program
- 5 - 10% - actual programming
- 25% - debugging program
- 25% - fitting the 2 programs together
- 10 - 15% - documentation

Lee suggested that one pick up a manual and guide to any equipment and save oneself cost of the preliminary learning process.

Lee spoke of the time element in respect to the acceptance and use of any computer program. He said that his experience shows a Bell Curve -

 The first 20% can be the length of a year. When the program catches on 60% of users will come in a short time. Then the remaining 20% drift in as converts. This is a consideration for any proposal to top management.

RECOMMENDATIONS:

1. We recommend the continuation of the Task Group on Mini-computers at the 22nd Military Librarians Workshop.
2. We recommend that the ARRADCOM (Dover site) Library be the channel for interchange of information on minicomputers for the coming year.
3. We recommend the immediate establishment of a study group that will meet during the year to examine existing regulations and procedures concerning ADPE to determine the need for modification in order to meet specialized library requirements.
4. We recommend the establishment of a Task Group on ADPE Regulations at the 22nd Military Librarians Workshop.

DOD CAREER PROGRAM FOR LIBRARIANS



Group Leader: Egon Weiss
Director
US Army Military Academy Library

OBJECTIVE: To decide whether there should be a DOD Career Program for librarians.

DISCUSSION: The initial reaction of the group to the question "Should there be a DOD Librarian Career Program?" showed an overwhelming 7 to 1 ratio favoring some kind of DOD program.

However, it was immediately apparent that a definition of what was meant by a "career program" was needed before its characteristics could, in turn, be defined. The participants determined that definition would best be made in terms of the broad goal and objectives of such a program.

The group agreed that the overriding goal of a DOD career program for librarians must be to support, improve, and enhance in every way possible, the various library missions, present or envisaged, within DOD. Further, the group agreed that there are two basic objectives that would concurrently foster this goal and provide for the basic human and professional requirements in such a program.

The first objective would be people-oriented--that is, it would require that such a program provide opportunities that meet in a dynamic and appropriate fashion, the short and long range career goals of DOD librarians.

The second objective would be management-oriented--that is, it would require that such a program include a management structure which would provide for recruitment of the qualified individual.

Each objective would include a number of ongoing sub-objectives or tasks. Under the first objective, career enhancement for the individual librarian, there would be the following tasks to develop:

- a. Personnel availability on a timely basis.
- b. Responsive continuing education programs.
- c. Other similar personnel-oriented objectives.

Under the second objective, to meet management needs, there would be tasks such as:

- a. The development of a skills inventory.
- b. The establishment of a viable personnel intake program at all levels.
- c. Other similar management objectives.

It was agreed that a structure responsive to the goals and objectives stated above might conceivably be any one of, or a combination of, three possible mechanisms, namely:

- a. A structured DOD-wide program with controls, etc., using as a possible model the DOD Intelligence Career Program.
- b. An unstructured nonbureaucratic program with certain characteristics which protect personnel and management objectives.
- c. Some combination of these two.

RECOMMENDATIONS:

1. That the Long Range Planning Committee of the MLW appoint a standing committee to study the feasibility of a DOD Career Program, by an in-depth investigation of all objectives, desiderata, and problems stated by the task group, in addition to other alternatives which it may examine.
2. That such committee submit a report not later than the 22d MLW.
3. That the appended supporting documents be examined by the committee as a basis for proceeding with its work.

ANNEX 1

CONTINUING EDUCATION AND TRAINING

A continuing education and training program should meet the needs of librarians at all levels of responsibility, and in all types of libraries, and areas of functional specialization. To achieve this goal, these minimum objectives must be met:

a. Identify and make known to librarians available continuing education and training courses, workshops, programs, etc., government and nongovernment sponsored, which contribute to professional growth. The usefulness of existing information sources such as the Continuing Library Education Network Exchange (CLENE) should be investigated.

b. Provide librarians with means of access to needed continuing education and training. Consideration should be given to:

- (1) Funding.
- (2) TDY and administrative leave.
- (3) Equitable distribution of opportunity among staff members.

c. Consider also the following:

- (1) Mandatory training requirements.
- (2) Job and mission orientation.
- (3) Credit for all education and training received.
- (4) Present training priority system.

ANNEX 2

SKILLS INVENTORY

PROBLEM: What are the different types of professional and managerial skills needed by the library work force within DOD?

OBJECTIVE: Identify skills, by type of institution and by type of job, e.g., cataloging, reference, etc.

LIST OF SKILLS: A librarian must have some basic skills, no matter what the mission of the institution; and, among these are:

a. Personal attributes.

- (1) Personality.
- (2) Versatility.
- (3) Common sense.
- (4) Problem-solving ability.
- (5) Perseverance.
- (6) Self-motivation.
- (7) Innovation.

b. Basic Professional Skills.

- (1) Administration.
- (2) General professional skills.
- (3) Subject orientation.
- (4) PR ability (interface with support component personnel).

SUMMARY: This program is designed to match people, skills, and institutions. Since another Task Group addressed the types of people, we have covered only skills and institutions.

Type of institutions include general, academic, technical, and research.

ANNEX 3

PERSONNEL REQUIREMENTS FOR A DOD CAREER PROGRAM

In the interest of the careerist such a program will have to include:

- a. Notification of vacancies.
- b. Opportunity for upward mobility.
- c. Opportunity for geographical movement.
- d. Opportunity for cross training in type of library and functional area.

In the interest of management such a program will have to provide:

- a. Uniform criteria for evaluating candidates.
- b. Screening panels made up of persons knowledgeable of candidates.
- c. Opportunity for managers to select from a minimum of three available candidates. To provide more choice, the manager must be able to nominate candidates for inclusion on the list.
- d. Timely operation of the system requires that the list of candidates be provided within thirty days, and that selection be made within forty-five days of receipt of the list.

Such a career system will have referral mandatory above the entrance level.

TECHNICIAN TRAINING TASK GROUP



Group Leader: Phillip Rochlin
Director, Technical Information Division
Naval Ordnance Station Indian Head

OBJECTIVE: To review training possibilities for GS-1411 employees and assess the adequacies and inadequacies of such training.

DISCUSSION: A considerable amount of training for paraprofessionals exists, both within and outside the Government.

Army (at Fort Belvoir) has, for the last ten years, conducted two courses: (1) Basic/ready reference and circulation, and (2) Basic descriptive cataloging (books and technical reports). Sessions run two days per week for five weeks. Each day consists of 2.5 hours lecture, 2.5 hours on-the-job training, with the remainder of each day devoted to individual projects. In general, classes are limited to twenty students. Because of the five-week time frame, attendance is feasible only for those who can commute.

For additional information, contact Mrs. Madge Busey, Van Noy Library, Bldg 1024, Fort Belvoir, VA 22060. Autovon: 354-1045.

Navy has conducted two similar courses on an irregular "annual" basis depending on availability of students, instructors, and funding. Courses in Procurement and in Automatic Data Processing have also been given, but less frequently due to lack of instructors. Classes are usually held in or near Washington to reduce travel costs as two out of three students are employed in the D.C. commuting area. Courses are held daily for one week (40 hours). Although preference is given

to Navy Department employees, others are welcome to attend, and occasional students have come from Army, Air Force, the Patent Office, and a Navy contractor.

Some 300 students have been trained since the Navy program began in October 1967. Most students have been in the GS-1411 series, but other series (including one each GS-1410-9 and GS-1412-9) have been represented. Grades have ranged from GS-1 to GS-9 (or their equivalents), with the average and median grades between GS-4 and GS-5.

Among problems encountered by the Navy program are a paucity of instructors; student lack of motivation, as well as active disinterest; and a shortage of training and travel funds.

Also, some students have had no background or experience with the subject material prior to coming to class and were unable to orient themselves before the second day or even later. Although most students are at least mildly interested, and some are actually enthusiastic, some have expressed totally negative views, most often because (1) they did not want to attend, but were forced to do so for various reasons, and (2) they could see no connection between the course content and their current or foreseeable job duties. The solution here would seem to be a more critical selection process (within affirmative action and EEO guidelines) and better orientation by the sponsoring library. Some actual experience with the material to be taught, before attending the class, should be required.

Another common complaint is that too much material is presented too quickly. This is a valid comment, and instructors must learn to balance their desire to cover an amount of material in a comparatively short time sufficient to make the course worthwhile (from the point of view of time and money expended), with the abilities of the students to absorb it.

The Navy's courses are sponsored by CONSATLE (Council of Navy Scientific and Technical Librarians East). For additional information, contact Phillip Rochlin (address above).

The Air Force library system seems to offer only on-the-job training to their library technicians.

Other courses, including self-study and by correspondence, are sponsored, coordinated, and/or announced by a number of organizations, including colleges and universities, around the country. Certificate programs as well as Associate in Arts degrees are offered. Included among these are:

U.S. Civil Service Commission, ADP Management Training Center, Thomas Circle Room 815, 1900 E Street, N.W., Washington, DC 20415 (ATTN: Mrs. Patricia Emerson); phone: (202) 632-5652. CSC offers a number of pertinent courses in various cities around the country. Most are for professionals, but they also offer a two-day Introduction to Library Automation for the Paraprofessional, geared to those below the GS-8 level.

U.S. Department of Agriculture Graduate School, Washington, DC 20250. "A school for Continuing Education." Despite its name, the school offers many courses on an undergraduate level, including a full Library Technician Program leading to a Certificate of Accomplishment.

Charles County Community College, La Plata, MD 20646, offers a Library Technical Assistants program, with two options: a one-year certificate program, or a two-year General Studies program with emphasis in Library Technician courses, leading to an Associate in Arts degree.

CLENE (Continuing Library Education Network and Exchange), 620 Michigan Avenue, N.E., Washington, DC 20064; phone: (202) 635-5852. CLENE has published a Directory of Continuing Education Opportunities for Library, Information, and Media Personnel (Feb. 1977), which lists nearly 240 programs sponsored by colleges and universities, professional associations, and state agencies. Cost is \$25 (\$15 to members); annual editions are planned.

Federal Library Committee, Navy Yard Annex, Room 400, Library of Congress, Washington, DC 20540; phone: (202) 426-6055. Courses are often listed in the FLC Newsletter. All libraries should be on their mailing list. No charge.

Metropolitan Washington Council of Governments, Library Planning Office, 1225 Connecticut Avenue, N.W., Washington, DC 20036; phone: (202) 223-6800, ext. 320. COG offers continuing education workshops for librarians and library technicians.

University of New Mexico, Albuquerque, NM 87131. The Division of Continuing Education offers correspondence courses.

University of Utah, Division of Continuing Education, Correspondence Study Department, P.O. Box 200, Salt Lake City, UT 84110, offers correspondence courses.

Other schools are listed in the Library Schools section of the latest edition of the American Library Directory (Bowker).

In addition to the usual library-oriented courses available to the technician, there are a number of other courses that are applicable as appropriate, including such subjects as English, communication skills, management, and basic office skills and services (BOSS).

Army Correspondence Courses are available through any Army Education Center to those eligible. Courses include Effective Army Writing, Introduction to ADPS, Fundamentals of Management, etc.

Textbooks and monographs for library technicians are also available. Three of these are cited below, the first two published by Libraries Unlimited, Littleton, CO in their Library Science Text Series:

Bloomberg, Marty. Introduction to Public Services for Library Technicians. 2d ed. 1976.

---- and G. Edward Evans. Introduction to Technical Services for Library Technicians. 3d ed. 1976.

Borkowski, Mildred V. Library Technical Assistant's Handbook. Dorrance, 1975.

Two organizations are also of interest:

Council on Library Technical-Assistants (Formerly: Council on Library Technology). COLT, an ALA affiliate, is an organization for persons involved in two-year associate degree programs for training library technical assistants and for graduates of such programs employed as LTAs. More details can be found in the Encyclopedia of Associations, 11th ed. (Gale Research, 1977), or write the current president, Ms. Margaret R. Barron, Cuyahoga Community College Learning Resource Center, Cleveland, OH 44115; phone: (216) 241-5966, ext. 215. Cuyahoga, incidentally, appears to offer a technicians training program similar to that offered by the Charles County Community College mentioned previously.

Society of Library and Information Technicians, P.O. Box 182, Washington, DC 20044 (B. Eric Eldridge, President); phone: (202) 282-7501 or 387-8339. SOLIT was organized originally in connection with the Department of Agriculture program mentioned above. Membership is open to all in the field. Annual dues are \$5; there are periodic meetings and a newsletter.

Finally, the Army Library Institute Library Technicians Training Committee is conducting two surveys: (1) available library technicians training, Government and non-Government, anywhere; and (2) training needs as seen by librarians for technicians and by technicians for themselves. One aim of these

surveys is to develop a self-paced technicians training program for Army personnel. Chairman is Mrs. Madge Busey (Fort Belvoir), and results should be available in January 1978.

RECOMMENDATIONS:

1. A clearinghouse should be established to coordinate and disseminate information about available courses.
2. Regional and/or national conferences for library technicians should be held to promote interest and self-development.
3. The use of electronic telecommunications equipment, including television, and such other modern teaching tools as specially-developed audiovisual materials (e.g., cassettes, films, etc.) should be explored.

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MILITARY LIBRARIANS' WORKSHOP

Standard Operating Procedures Manual

1978

I. Purpose

To facilitate the working relationships of the participating groups engaged in planning each workshop by defining responsibilities; and to provide the upcoming host with the accumulative experience of previous workshops for guidance.

II. Definitions

Military Librarians' Workshop

An annual meeting, sponsored by the host military organization and approved by the Military Librarians Division, SLA wherein the participants actively engage in an organized discussion of common professional military library and technical information matters.

Participants

Special librarians representing military activities of the U.S. and Canada, and particularly those who are members of Special Libraries Association, Military Librarians Division.

Military Librarians (for Workshop purposes)

All persons (civilian and military) who hold positions as a librarian, library supervisor, or technical information officer (Civil Service Series, GS 1410 or 1412) in a military organization, or a government or private organization with a military mission.

Host

The Commanding Officer, or his authorized delegate, of the military activity sponsoring the workshop.

Division Chairman

Chairman, Military Librarians Division, Special Libraries Association.

Military Librarians Workshop Executive Board

A board whose purpose it shall be to provide direction and continuity for planning and scheduling the annual Military Librarians Workshop; to develop and maintain a procedures manual to define responsibilities and to provide guidance for the host activity; to act in an advisory capacity and to provide assistance to the host activity. Members of the Board shall be appointed by the successive Chairmen, Military Librarians Division, Special Libraries Association. The Board shall be composed of a chairman and four members who shall represent each of the four services and the Department of Defense, and the Chairman, Military Librarians Division who shall serve ex officio. The chairmanship shall rotate among the services. Membership on the Board shall be limited to four years with the exception of the chairman who may serve an additional four years in that capacity.

Program Committee

A committee appointed by the Chairman, Military Librarians Division, upon the recommendation of the librarian of the host activity and to be composed of a chairman who was, preferably, a member of the previous workshop's program committee, and at least three members, who shall, if practicable, be representative of the three military services and the Department of Defense. The committee will also include a liaison from the host activity.

Proposed Participant List

A list of Army, Navy, Air Force, Department of Defense, and Canadian military librarians. MLW Executive Board will provide input for the list for their respective services and will forward the input to the Chairman, MLW Executive Board. The Chairman, MLW Executive Board will obtain information for the Canadian input, will coordinate all input, and forward the proposed participant list to the host.

III. Duties and Responsibilities

- A. Division Chairman at the final session of the preceding workshop.
 - 1. Formally announces the next host.
 - 2. Requests invitations for future workshops.
 - 3. Announces changes in the membership of the MLW Executive Board.

B. MLW Executive Board:

1. Reviews the MLW SOP Manual of the preceding workshop and makes appropriate changes. Upon approval of the Chairman, MLD, the Chairman, MLW Executive Board forwards the Manual to the next host.
2. Prepares and furnishes to the host the proposed participant list based upon input provided by Headquarters/Command Librarians to the service representatives.
3. Coordinates the work of the Program Committee with the host.

C. Host:

1. Appoints coordinator for liaison with Program Committee.
2. Issues formal letter of invitation which will be addressed to the Commanding Officer or head of the participant's activity. A copy of the letter will be sent to the proposed participant. The letter will provide tentative program information and will establish a closing date for acceptance.
3. Transmits to participants information concerning quarters, local transportation arrangements, etc.
4. Establishes local logistic committees for workshop operations. Provides hospitality, which includes arrangements for local living accommodations at hotels/motels, as appropriate, intra-session luncheons and the workshop dinner, and installation tour, if appropriate.
5. Provides session transcript facilities.
6. Edits, publishes, and distributes copies of workshop proceedings to participants and deposits copies in DDC within six months.

D. Program Committee:

1. Selects the general subject or theme and formulates the program.
2. Assigns topics or pre-papers, and selects speakers and/or discussion leaders.

3. Develops program schedule and transmits it to the host with logistical requirements and potential expenditures.

4. Edits pre-papers and prepares summaries and conclusions of workshop.

E. Non-Workshop Meetings:

The host activity will have an advisory role in non-workshop meetings held either before or after the workshop. All arrangements for transportation, registration, meeting rooms, lodging, food, etc., must be made by the organizations desiring to hold such meetings.

Adopted 10 March 1978